

Prosci change management webinars

The case for change management: Getting others onboard

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About Prosci®

Our value proposition:

To help organizations build **their own internal change management competencies** through the development and delivery of tools and methodologies

Our principles:

Research-based | Holistic | Easy-to-use

Prosci by the numbers:

- 6 Longitudinal studies
- 12 Years of research
- 66% Fortune 500 companies
- 2000+ Research participants
- 4000+ Certified practitioners
- 45,000+ Registered members

About Prosci® webinars

Webinar purpose:

- Educational
- Thought provoking
- Insights into new development
- New ideas, phraseology, language, and frameworks
- **Give you at least one hour per week to think about change management**

Tools or downloads referenced in this free webinar are for webinar educational purposes; reproduction or distribution of these tools in your organization will require additional steps on your part.

Prosci's channels:


- Published products and tools
- Web-based tools and applications
- Face-to-face training
- Train-the-Trainer

Prosci's target audiences:

- Change management specialists
- Project teams and leaders
- Executives and senior leaders
- Managers and supervisors

Contact:

Telephone Support – 970-203-9332
Email Support – webinar@prosci.com
Webinars are presented by Tim Creasey, Prosci Chief Development Officer



ACMP CONFERENCE
GLOBAL




MAY 1 - 4, 2011 • ORLANDO, FLORIDA

Co-hosted by
Prosci


"Best Practices in Change Management"

The inaugural Association of Change Management Professionals Global Conference on Best Practices in Change Management will be held May 1 - 4, 2011 in Orlando, Florida. Join us for this once-in-a-lifetime event for change professionals.

Featured speakers:

	Professor John P. Kotter Author, "Our Iceberg is Melting" and "Leading Change"		Admiral Thad Allen National Incident Commander for the Deepwater Horizon Oil Spill		Daryl R. Conner Author, "Managing at the Speed of Change"
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www.acmp.info/conference



Agenda

- Begin with the end
- Reframing how we view change
- Putting people into the equation
- Three people side factors
- Correlation data
- What if we don't manage the change?

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“The case for change management is inextricably connected to project and organizational success. If you are not talking about achieving results, then you are having the wrong conversation.”

~ Tim Creasey, Prosci Chief Development Officer

Begin with the end in mind

Change management is about delivering project results.

Because change ultimately happens one person at a time, change management is needed to encourage and enable individuals to adopt the changes to their day-to-day work.

Our changes, and especially our most important changes, rely as heavily on people changing how they do their jobs as they do on developing the “right” or “best” solution.

The faster employees make those changes, the more of them that do, and the more effectively they do – the more successful our projects will be.

Data shows that there is a stark correlation between how well we apply change management and how likely we are to meet objectives, stay on schedule and stay on budget.

By ignoring the people side of change, we expose our projects and our organization to greater risks and higher costs.

It is our choice – we can apply structure and rigor to getting employees onboard and achieve results on our projects and initiatives, or we can ignore the people side of change and hope for the best.



Are we doing what it takes to get people onboard
or are we simply building beautiful ships?



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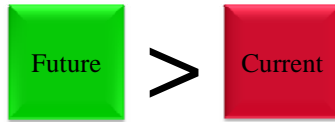
- New processes?
- New technologies?
- New job roles?
- New reporting structures?
- New organizations?
- New ways of doing business?

Reframing how we view change

1. Organizations introduce change for a reason
2. Changes ultimately happen one individual at a time – the unit of change is the individual
3. Change management provides a structured and intentional approach to enabling those necessary individual transitions

1. We change for a reason

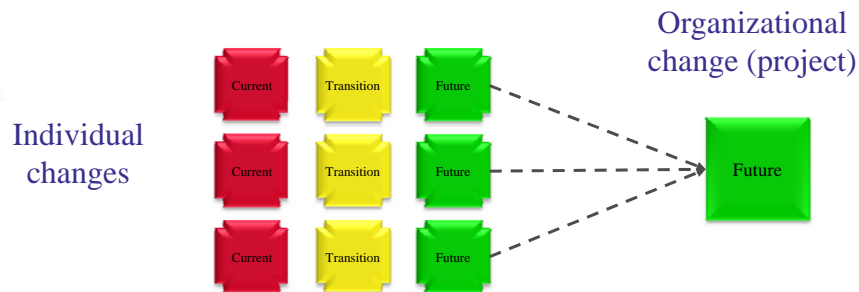
- Performance after the change (i.e. in the Future State) is better than it was before the change (i.e. in the Current State)



- Change goals:**
- Costs lower
 - Revenues higher
 - Market share larger
 - Errors fewer
 - Efficiency greater
 - Customers more satisfied
 - Risk exposure less

- Change drivers:**
- Strategic plans
 - Internal performance
 - Market and economic shifts
 - Customer input
 - Competitive threats
 - New technologies
 - Regulation/legislation
 - Demands to do more with less

2. Individual is unit of change



Value that a process change impacting 15 employees delivers if none of them follow the process	0
Value that a new technology impacting 150 employees delivers if none of them use the technology	0
Value that a transformational initiative impacting 15,000 employees delivers if none of them change how they do their work	0

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3. Change management gives structure and intent to supporting individual change

How does one person make a change successfully?

All the individuals who must embrace, adopt and utilize the change you are trying to implement

Individual change management perspective

Organizational change management perspective

Prosci's ADKAR® Model

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

What processes and tools exist to support individuals through change?

Prosci's 3-Phase Process of:

- Preparing for change
- Managing change
- Reinforcing change™

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Activity

- For a project you are working on now:

Define the Future State from the organization's perspective

Define the Future State for five individuals who are impacted by the change

Future

1) _____

2) _____

3) _____

4) _____

5) _____

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Putting people into the equation

P-P-P-P: A framework for connecting projects and people

Project Name	Purpose	Particulars	People
What is the project	Why we are changing	What we are changing	Who will be changing

What does this look like for your project?

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Putting people into the equation

P-P-P-P: A framework for connecting projects and people

Project Name	Purpose	Particulars	People

What percentage of your project outcomes are linked to people changing how they do work?

If people don't change how they do their job, then the particulars don't matter and the purpose won't be realized

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Activity

- For a project you are working on now:

Complete the four columns in the P-P-P-P exercise

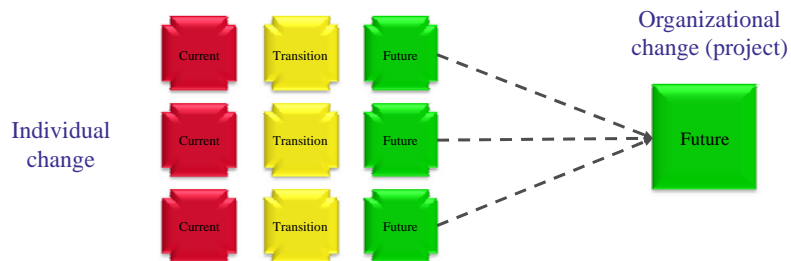
Estimate of the “purpose” column that is linked to the “people” column: _____

Project Name	Purpose	Particulars	People

Who will you conduct this activity with in the coming week?

Three “people side” ROI factors

- Foundation: Change happens one person at a time



What are the factors of those individual changes that define project ROI?

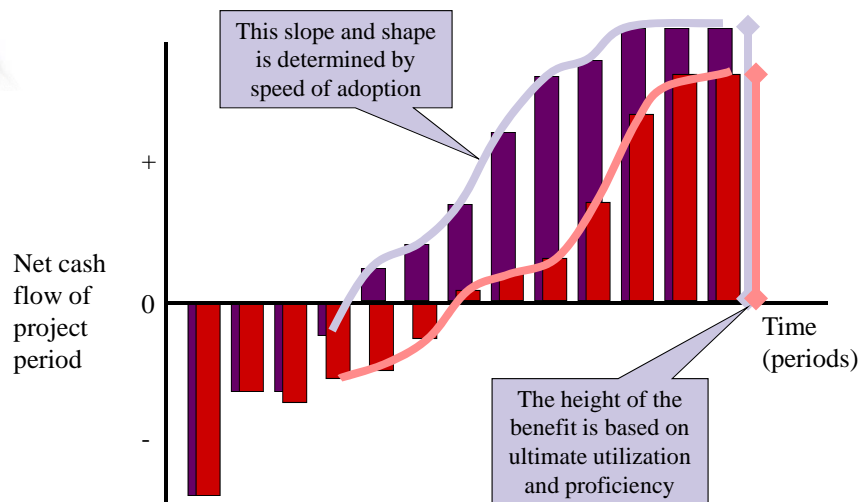
Three “people side” ROI factors

- Three “people side” ROI factors tied to individuals doing their jobs differently:



Speed of adoption	• How quickly did people make the change?
Ultimate utilization	• How many of them made the change?
Proficiency	• How effective were they in their own future state?

Three “people side” ROI factors



Three “people side” ROI factors

- There are not “universal” metrics for the three ROI of Change Management factors... but the three factors are universal
 - If speed of adoption is **slower** than expected, project ROI is lower
 - If ultimate utilization is **lower** than expected, project ROI is lower
 - If proficiency is **less** than expected, project ROI is lower

- Change management drives faster adoption, greater utilization and higher proficiency: therefore change management defines or constrains the ROI a project delivers

Activity

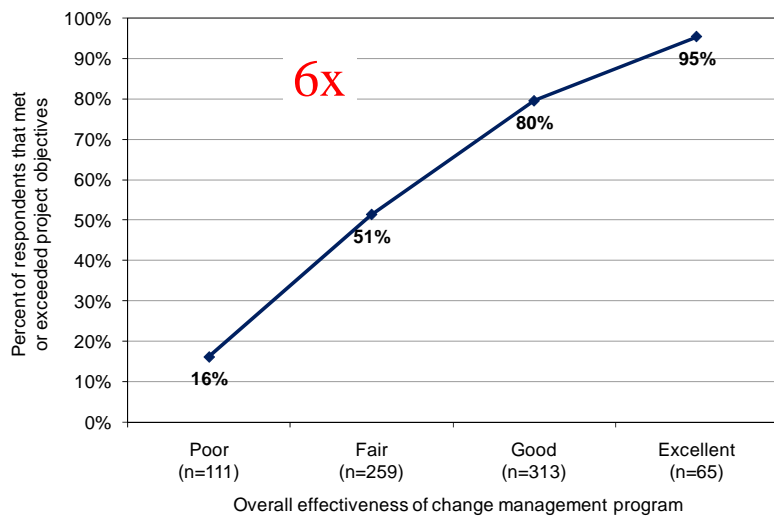
- For a project you are working on now:

	Define it	How would you measure it?	What is the baseline assumption?
Speed of adoption			
Ultimate utilization			
Proficiency			

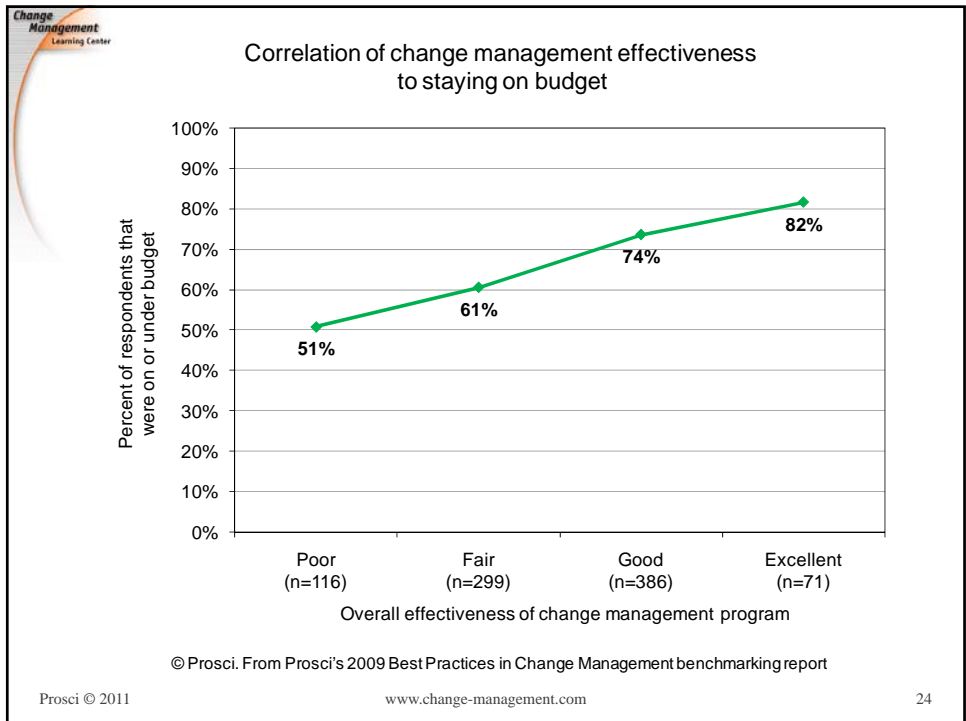
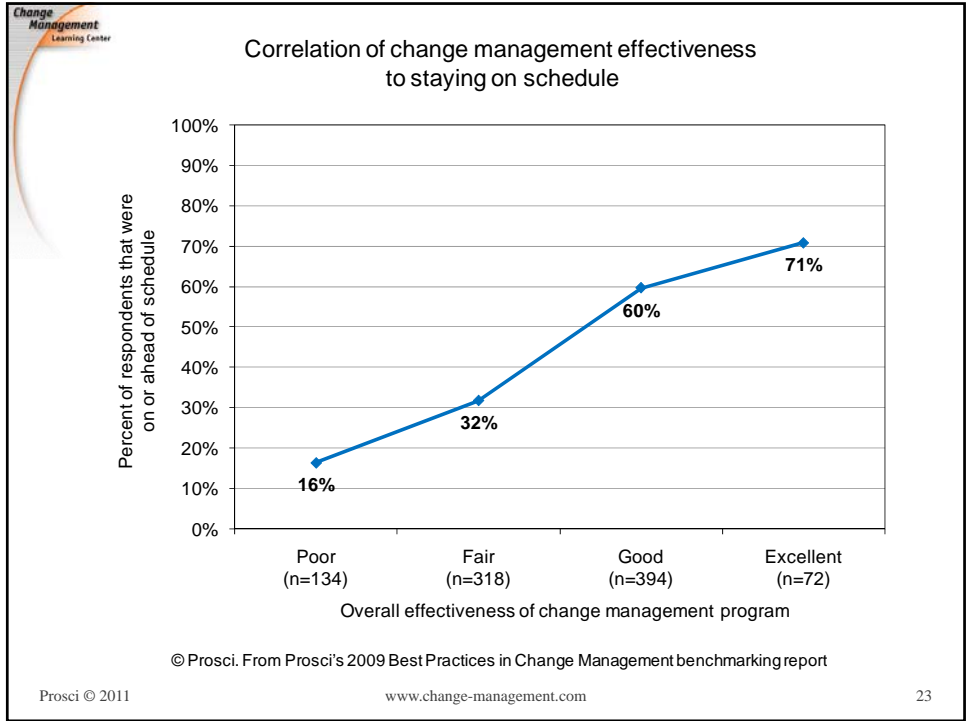
Likelihood of delivering results

- A growing body of data supports the claim:
 - *The better we manage the people side of change the more successful our project will be*
- Prosci's 2009 benchmarking study shows correlation to:
 - Meeting project objectives
 - Staying on schedule
 - Staying on budget

Correlation of change management effectiveness to meeting project objectives



© Prosci. From Prosci's 2009 Best Practices in Change Management benchmarking report



(Rhetorical) Activity

- For a project you are working on now:
 - Would you rather have a 16%, 51%, 80% or 95% likelihood of *meeting objectives*?
 - Would you rather have a 16%, 32%, 60%, or 71% likelihood of *staying on schedule*?
 - Would you rather have a 51%, 61%, 74%, or 82% likelihood of *staying on budget*?
- And an interesting question to consider:
 - What would you be willing to pay to increase your likelihood of success?

What if we don't manage change?



- Additional **costs** to:
 - The project
 - The organization
- Additional **risks** to:
 - The project
 - The organization
- What if the change is not implemented?

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Costs and risks

	Costs:	Risks:
To the project if we do not manage the people side of this change well	<ul style="list-style-type: none"> • Project delays • Missed milestones • Budget overruns • Rework required on design • Loss of work by project team 	<ul style="list-style-type: none"> • Resistance –active and passive • Project put on hold • Resources not made available • Obstacles appear unexpectedly • Project fails to deliver results • Project is fully abandoned
To the organization if we do not manage the people side of this change well	<ul style="list-style-type: none"> • Productivity plunges (deep and sustained) • Loss of valued employees • Reduced quality of work 	<ul style="list-style-type: none"> • Impact on customers • Impact on suppliers • Morale declines • Legacy of failed change • Stress, confusion, fatigue • Change saturation
To the organization if this change does not deliver the results we expect	<ul style="list-style-type: none"> • Lost investment made in the project • Lost opportunity to have invested in other projects 	<ul style="list-style-type: none"> • Expenses not reduced • Efficiencies not gained • Revenue not increased • Market share not captured • Waste not reduced • Regulations not met

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Activity

- For a project you are working on now:
 - Identify the 3 biggest costs and 3 biggest risks if the people side of change is not managed

Costs	Risks
1.	1.
2.	2.
3.	3.

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Summary: The five elements of the case for change management

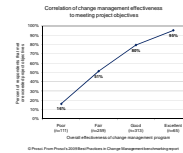
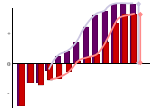
1. Change ultimately happens one person at a time, change management is needed to encourage and enable individual transitions



2. Our changes rely as heavily on people changing how they do their jobs as they do on developing the “right” or “best” solution



3. The faster employees make those changes, the more of them that do, and the more effectively they do – the more successful our projects will be



4. Data shows that there is a stark correlation between how well we apply change management and how likely we are to meet objectives, schedule and budget



5. By ignoring the people side of change, we expose our projects and our organization to greater risks and higher costs

Who are the audiences for “the case for change management”?

- Those who are involved in bringing about change in your organization

Who:	Their relationship to change:	Their role in change management:
Project leaders and team members	“We oversee the technical side of the project – managing scope, task, cost, resource and time components”	Ensure that the people side of change is managed with the same rigor and structure that the technical side is
Solution designers	“We architect the ‘Future State’ and the processes, tools, technologies, etc. that make up that future state”	Ensure that the individual changes required by the project or initiative are part of the solution design
Executives and senior leaders	“We fund and charter the changes and expect improvement in organizational performance”	Fulfill the role of active and visible sponsor of change – research gives us the ABCs of sponsorship
Middle managers and supervisors	“We manage the front line employees who must adopt and bring to life the changes to their daily work”	Coach direct reports through the change process – wear the five hats required in times of change
L&D and training specialists	“We develop training programs – both general sessions and those supporting particular changes”	Ensure that training is effectively positioned to support the individual transitions
Communication specialists	“We specialize in developing communications, usually for internal and external audiences”	Ensure that communications align with best practices, utilize preferred senders and address the right messages
HR / OD practitioners	“We address the human side of the organization on many different fronts”	Work in partnership with change management to holistically address employee needs

Next steps

- Who are your audiences?
 - Short term
 - Long term
- At a minimum
 - Your project leader
 - Your senior leaders
- What is your story?
 - First, what do they care about – connect to it
 - Second, results and success must be center
 - Third, make it as real as you possibly can

Once you have “sold” the idea of change management, you must execute.

Use a structured, research-based, holistic approach that addresses both individual change management and organizational change management.

Prosci change management offerings

Research-based | Holistic | Easy-to-use

Certification



3-day intensive program where you apply the methodology, process and tools to a real project as you learn them.

Earn CEUs, PDUs and HRCI credits

Open enrollment: offered at locations across the US, and also around the world by Primary Affiliates

At your location: for classes up to 15 participants

“Awesome - truly one of the most beneficial programs I have ever attended - immediate application on the job!”

“The best training class I have had in years. Goes way beyond the strategy and framework and focuses on real world problems and the tools to solve them.”

Additional training

Onsite programs for: Executives and senior leaders; Managers and supervisors; Front-line employees

New: Train-the-Trainer program teaches you how to deliver Prosci’s change management programs in your organization

Methodology tools



Change Management Toolkit: 3-ring binder with CD-ROM – complete process and set of assessments, worksheets and templates for creating change management strategy and plans



Change Management Pilot Pro: online methodology tool with “four-click” access to methodology, downloadable templates and assessments, benchmarking excerpts, presentations and numerous eLearning modules

Best Practices report



Best Practices in Change Management (2009 edition): most complete body of knowledge on change management available, with benchmarking results and lessons learned from 575 change practitioners – learn what works and what doesn’t work for managing the people side of change

Change management certification

"Very easily the best, most educational learning experience in which I have ever participated." - Chris T.

- **Prosci change management public sessions** (Tuition: \$2100)
 - 3-day certification program in change management
 - Work on an actual change project from your organization
 - Utilize best practices research with more than 2000 companies worldwide
 - Get input from seasoned executive instructors and fellow classmates
 - "Hit the ground running" with your change management plans when you return
 - Earn 2.4 CEUs, 24 PDUs from PMI and 19.75 HRCI recertification credits
 - www.change-management.com/change-management-training.htm
 - Offerings of the 3-day certification program:
 - Several times per month at locations across the United States, or at your location
 - Across the globe offerings by Primary Affiliates and Authorized Training Providers

"One of the best sessions for business training I have attended. Well structured methodology for immediate impact."
- Ken M.

"Fantastic program to bring together the project management discipline with a change management methodology."
- Keith S.

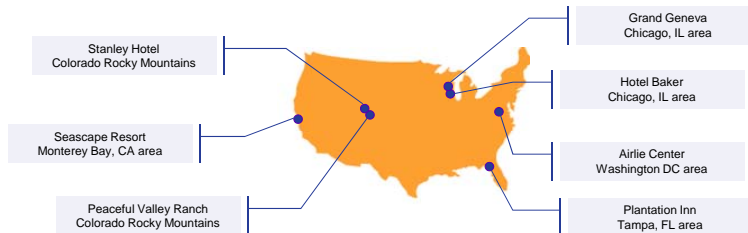
"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization." - Shelly Z.

"Many training sessions only give the theoretical approach, but this one took it to the next necessary step of implementation. This will jump-start the change!" - Debra Q.

Change management certification

Course locations across the U.S.

Or bring the program to you – email training@prosci.com for information about onsite programs



"This program absolutely over-delivered my expectations. I now feel more prepared and better equipped to do my job."
- Paul S.

"Awesome - truly one of the most beneficial programs I have ever attended - immediate application on the job!"
- Robin S.

"This was the most effective and engaging course I've ever taken. I feel that I can truly use this knowledge in my personal and professional life immediately." - Lisa S.

"The best training class I have had in years. Goes way beyond the strategy and framework and focuses on real world problems and the tools to solve them." - Jennifer J.

Prosci Train-the-Trainer

- The goal of Prosci's Train-the-Trainer (TTT) program is to enable you to **facilitate an experience** that transforms how someone sees themselves when it comes to managing the people side of change.
 - www.change-management.com/ttt/index.htm

Courses you can teach following TTT:

- Prosci's 3-day program for change management practitioners and project team members
- Prosci's 1-day coaching program for managers and supervisors
- Prosci's 4 to 6-hour sponsor program for executives and senior leaders
- Prosci's 1-day primer for front-line employees

Topics covered in the 3.5 day TTT program:

- Philosophy and principles
- Success factors
- Preparing for a course
- The big picture
- Storytelling
- Transitions and activities
- Facilitator challenges
- Course facilitation

Prosci's TTT program is delivered at the Change Management Learning Center in Loveland, CO each month. See dates at the website above. Class size is limited to 5, so seats are limited.

"Companies around the world are building competency in change management to become more flexible in today's marketplace. Prosci's Train-the-Trainer program gives you the ability to provide these courses internally - and for a lower cost to your organization."

~ Jeff Hiatt President and CEO, Prosci Inc.

Resources for applying the Prosci methodology

- The following resources were used in the creation of this webinar. If you are looking for more detailed descriptions, checklists and tools, visit www.change-management.com/bookstore.htm for ordering information.
- Resources for developing change management plan
 - **Change Management Toolkit** (\$349)
 - Change management principles, process, templates and checklists in an easy-to-use 3-ring binder with CD-ROM
 - www.change-management.com/change-management-toolkit.htm
 - **Change Management Pilot Pro 2010** (\$449)
 - Online version of Prosci's methodology and tools
 - Updated content with latest best practices and new assessments
 - www.change-management.com/cm-pilot.htm

Reference and research materials

- Reference guides
 - **Best Practices in Change Management benchmarking report** (\$249)
 - 2009 benchmarking study, most comprehensive report ever
 - Lessons-learned and findings from 575 participants from 65 countries
 - www.change-management.com/best-practices-report.htm
 - **Change management: the people side of change** (\$18.95)
 - Introduction to and foundation in managing the people side of change
 - www.amazon.com and search for “change management”
 - **ADKAR: A model for change in business, government and our community** (\$18.95)
 - The definitive explanation of the ADKAR model and how it can be applied to create successful change
 - www.change-management.com/adkar-book.htm

Resources for supporting others

- Support for managers and supervisors
 - **Change Management Guide for Managers and Supervisors** (\$189)
 - 3-ring binder with detailed guidelines and exercises to help managers support their employees through the change process
 - www.change-management.com/managers-guide.htm
 - **Employee Survival Guide to Change** (\$14.95)
 - A handbook to help employees survive and thrive during change with frequently asked questions and tools for managing personal transition
 - www.change-management.com/survival-guide.htm
 - **Coaches training session** (onsite, call for pricing)
 - 1-day program full of exercises to apply coaching principles
- Executives and senior leaders
 - **Executive briefing** (onsite, call for pricing)
 - 4 to 6 hour session geared to show senior leaders how they can be successful sponsors of change, with assessments and application on real changes

Enterprise perspectives

- In addition to the tools for applying change management on a particular change effort, Prosci has offerings to support organizations who have taken the next step – toward managing the portfolio of change and building change management competencies throughout the organization
- **Change Portfolio Toolkit** (\$800)
 - A structured approach and set of tools for bringing clarity to the portfolio of change. Use Change Scorecards, the Group Impact Matrix, Change Heat Maps and the Portfolio Dashboard to better understand and manage the portfolio of change in the organization
 - www.change-management.com/portfolio-toolkit.htm
- **ECM Lab** (\$4000 + \$250 per participant for materials)
 - A facilitated design session that helps you and your team create a customized plan for rolling out change management in your organization.
 - Conducted over five “live” sessions with assignments for lab work in between by your ECM team.
 - www.change-management.com/ecmlab.htm

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